

Consumer Perceptions on SPAR Store Layout and The Effect it has on Brand Equity

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Declaration

I hereby declare that the Research Report submitted for the BA Honours in Strategic Brand Communications degree to The Independent Institute of Education is my own work and has not previously been submitted to another University for Higher Education Institution for degree purposes.



Signed: Prishani Govender

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Abstract

Consumer behavior is affected by store layout which in turn plays a vital role in the creation of store image. A well designed layout of a store is crucial as it influences foot traffic into the store, shopping atmosphere and consumer behavior. When a store does not meet a consumer's expectations, they may stop purchasing from that store and search for another that exceeds their expectations (Andersen, 1997: 118). When store owners develop a strategic approach to a well designed store layout they are more likely to increase sales and customer loyalty.

The overall aim of the study was to understand consumer perceptions towards SPAR store layouts and the effect it has on brand equity. In order to achieve the objectives of the study, a qualitative study was conducted at selected SPAR stores within KwaZulu Natal by means of one-on-one interviews and ethnographic research. A sample of 20 respondents were asked questions based on the study. The respondents were selected through non-probability sampling within which convenience sampling was applied. Thereafter, conclusion and recommendations were drawn from the literature and the findings of the primary research.

The results of this study show that consumers choose to shop at a SPAR store that is closer to them. They are happy with the store image of the selected store however did suggest recommendations on what could make their shopping experience worthwhile. It is recommended that store owners take the recommendations into consideration to develop necessary strategies that meet consumer wants and needs.

Glossary of Terms

The following are key terms that have been identified and will be used throughout the study:

Consumers are defined as people who purchase goods and services (Market Business News, 2019)

Consumer behavior is defined as the study of individual consumers and how they purchase, use and dispose of goods and services to satisfy their needs and wants (Your Article Library, 2019).

Brand equity is defined by Keller (2008) as a “differential effect the brand knowledge has on consumer response to the marketing of that brand”.

Brand image is defined as the perception consumers have of a brand or a brands' product and service offerings (Pahwa, 2019)

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Chapter 1: Introduction and Overview of Research

1.1 Introduction

Consumer buying decisions and perceptions are driven by store layout. While brick and mortar stores have focused on store layout, supermarkets and other retailing stores have not focused on store layout. A retailer's overall performance is significantly impacted by the layout of the store as it has the potential to influence information processing, purchase intentions and attitudes towards the store (Griffith, 2005: 1391). The retail environment is constantly changing with competition and demanding consumers who want greater expectations of their shopping experiences. A shopping experience can be influenced by consumers navigating their way through the store, finding products they want and interacting with various store personnel. These aspects also influence a consumers perception (Dabholkar et al., 1996: 3).

This chapter will provide a brief background about store layout and its impacts on consumer buying behavior at selected SPAR stores in KwaZulu Natal. It will discuss the research problem of the study, the goals and objectives of the study, rationale of the study as well as delimitations and limitations of the study.

1.2 Background into the study

ACNielsen (2006) reports that in today's time pressured world, convenience becomes increasingly important to South African consumers. Shopper habits are constantly evolving, along with developments in retail offerings. In the last few years, there has been a rapid increase in the number of supermarkets and shopping centres appearing all over the country. The core reason for this increase is the rapid rate of urban housing development. In today's world, a new housing complex seems to come standard with a supermarket or shopping centre in the area (Lauren, 2007).

Many aspects affect consumer buying decisions such as, location, store image and product offerings. However, it is perceived that very little research has been conducted on the effects of store layout has on consumer perceptions. Therefore, this exploratory

research aims to understand consumer perceptions towards the store layout of selected SPAR stores.

1.3 Rationale/Relevance

The store layout is a major concern for all store retailers. Juel – Jacobsen (2015), a research on pathway design, argues the importance of modern urban retail designs for store managers. The shopping behavior of the consumer and the atmosphere of the store are influenced by the store layout (Lewison, 1994). When a store has a well-designed layout, the consumer behavior is different and the store has a positive atmosphere. Stores, more specifically supermarkets, usually comply with a traditional or repetitive design which results in a store layout that is not well-designed and does not have a more positive shopping atmosphere (Juel –Jacobsen, 2015).

This research study is important and relevant in understanding consumer perceptions of store layouts and how it can positively or negatively affect the brands image. This study should contribute to the development of supermarkets in KwaZulu Natal by understanding the wants and needs of consumers.

1.4 Problem statement

Consumers are constantly changing and are demanding more from brands (Instinctif Partners, 2019). Consumers want fast, friendly service on their terms (Andersen, 1997: 118). If a store does not provide consumers with fast and friendly services, they will leave that store and look for another that meets or exceeds their expectations (Andersen, 1997: 118).

Stores, especially supermarkets, usually align the layout of the store to match other supermarkets. An attractive and well planned store layout will attract potential customers to the store (Shaffer and Greenwald, 1996: 242). Thus, it is perceived that insufficient research has been conducted on how the layout of supermarkets effect consumer buying behavior. SPAR stores vary in different locations, in terms of aesthetics as well as products that could be sold in one location to meet the needs of the people compared to a different location that does not sell it due to insufficient sales

in the product. This potentially leads to consumers leaving the SPAR closest to them and shopping at another that meets their preferences.

The study aims to understand consumer perceptions and buying behaviors towards store layout on selected SPAR stores within KwaZulu Natal. The study will also provide recommendations on how the stores can improve.

1.5 Purpose statement

The purpose of this research is to discover what perceptions consumers have on the layout of SPAR stores with specific reference to the SPAR store in Ballito (Lifestyle Centre) and the SPAR store in Umhlanga. The research aims to discover if the store layout of SPAR affects consumer perceptions. The research could potentially assist the SPAR brand in notifying them of what would attract more consumers to the stores which will also result in an increase of sales.

1.6 Research question

How is consumers perceptions affected by the store layout of South African supermarkets with specific reference to SPAR?

Objectives

Research objectives deliver a specific description of what the actions are that will answer the research questions as well as provides the direction to explore the aims within the research (Patidar, 2013). The following objectives aimed to answer the research questions:

- To provide factual and unbiased data on the effects of the different SPAR locations on customer views based on store layout.
- To gain an in-depth understanding on consumer buying behavior.
- To discover what consumers prefer or enjoy about the selected stores as well as what the store could improve on in order to enable a better shopping experience.

1.7 Hypothesis

The hypothesis of this research aims to prove that SPAR store layouts affect consumer perceptions

1.8 Limitations

This research will be limited to selected stores within KwaZulu Natal. Only SPAR stores within Ballito and uMhlanga will be chosen for this study.

1.9 Delimitations

Delimitations of this study includes being a small scale qualitative study which will focus on a few SPAR stores.

1.10 Chapter Outline

Chapter One: Introduction and Overview of Research

Chapter one introduces the research study by providing the background and the rationale of the research. This chapter discusses the research goal, research question and objectives of the study.

Chapter Two: Literature Review

Chapter two consists of a theoretical framework that links to the study as well as a review of secondary research based on other relevant studies and research papers.

Chapter Three: Research Methodology

Chapter three discusses the approach taken to conduct the primary research of the study. The chapter consists of the research approach and design, the population and sampling, data collection methods as well as the ethical considerations of the research study.

Chapter Four: Results and Findings

Chapter four is the presentation and interpretation of the findings derived from the primary research.

Chapter Five: Conclusions and Recommendations

Chapter five discusses the conclusions and recommendations from each objective through analysing the findings from both the literature and primary research. Further suggestions for the research is also discussed in this chapter.

1.11 Conclusion

This chapter provided a brief background about store layout and its impact on consumer buying behaviour at selected SPAR stores in Kwazulu Natal. It discussed the research problem, the goals and objectives of the study, rationale of the study, limitations and an overview of the study.

Chapter two discusses appropriate theoretical models as well as a literature review that is relevant to the study.

Chapter 2: Literature Review

2.1 Introduction

The literature discussed in this chapter addresses appropriate theoretical frameworks, the topic in general and each objective. This ensures that the reader is well informed about the issues being addressed in the study. The review of past literature is explained in order for a greater understanding of the study.

2.2 Theoretical Foundation

This research will focus on theories and literature such as retail shopping experiences. This will provide more insight into what irritates consumers and what they enjoy about their shopping experiences. Other theories that will also benefit this research is Maslow's Hierarchy of Needs as well as Keller's Brand Equity Model to gain a deeper understanding of brand equity.

2.2.1 Maslow's Hierarchy of Needs

According to Abraham Maslow, a humanist psychologist, human actions are motivated in order to achieve certain needs (Verywell Mind, 2019). The theory was introduced in 1943. The hierarchy proposed that individuals are motivated to fulfill basic needs before going on to more advanced needs (Verywell Mind, 2019).

There are five different levels of Maslow's hierarchy of needs. The hierarchy is usually portrayed in the shape of a pyramid. The most basic needs are at the lowest levels of the pyramid whilst the top of the pyramid consists of more advanced needs (Verywell Mind, 2019).

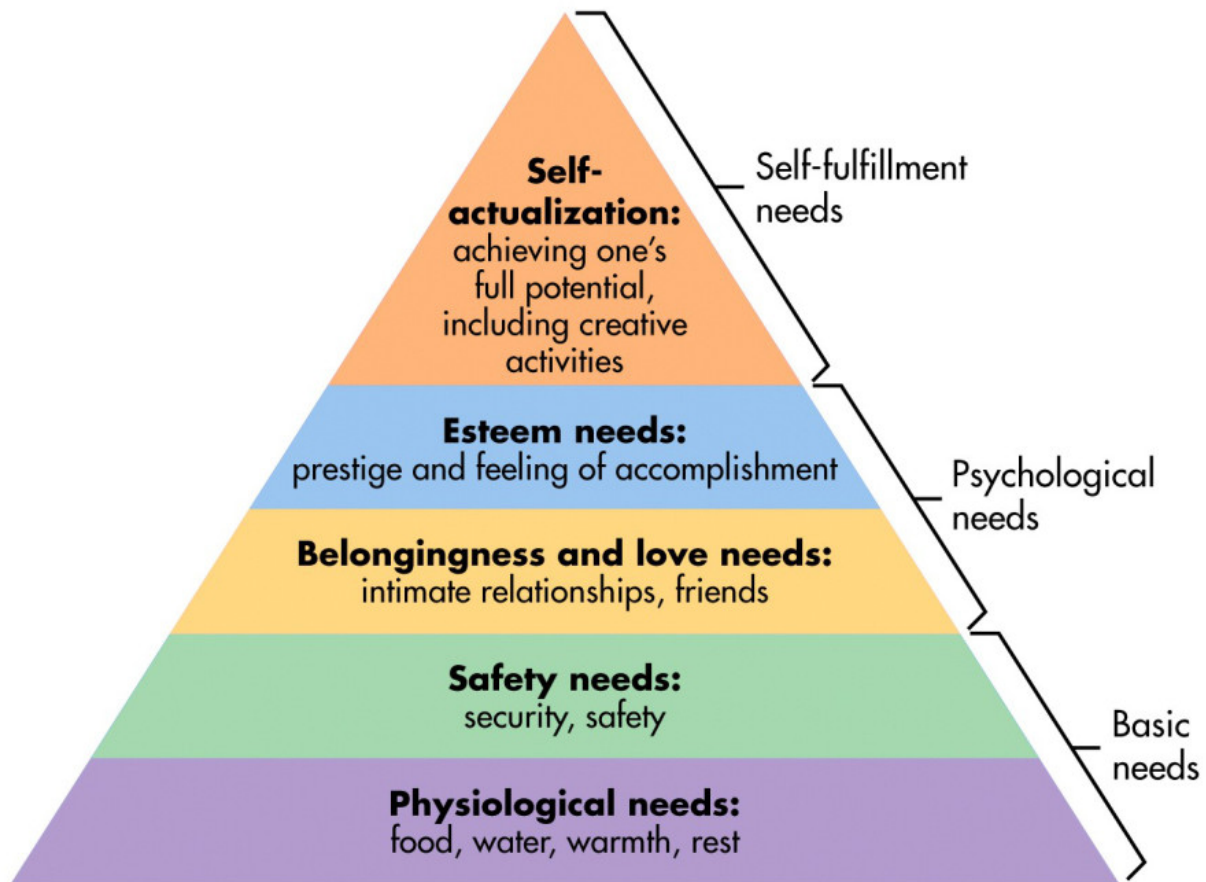


Figure 2.1: Maslow's Hierarchy of Needs

Deficiency needs, which Maslow believed are similar to instincts and play a crucial role in motivating behavior, are physiological, security, social and esteem needs. These needs appear due to deprivation (Verywell Mind, 2019). To avoid unpleasant feelings, it is vital to satisfy these lower level needs. Growth needs are at the highest level of the pyramid. These needs arise due to the desire to grow as a person rather than from a lack of something.

- Physiological needs

This level consists of needs that are vital for survival (Verywell Mind, 2019). For example, food and water. Besides the basic requirements of nutrition and air, other physiological needs include shelter and clothing.

- Security and Safety needs

The second level of the hierarchy consists of the need for safety and security. This need contributes largely to behaviors as people want control and order in their lives (Verywell Mind, 2019). Some security and safety needs include, health and wellness as well as financial security. Examples of actions motivated by security and safety needs are, finding a job, moving into a safer neighborhood and obtaining health care.

The above two levels of the hierarchy are referred to as basic needs. • Social needs

The third level of the hierarchy consists of social needs (Verywell Mind, 2019). For example, love and acceptance. At this level, human behavior is driven by emotional relationships such as friendships, family, romantic relationships and social groups.

- Esteem needs

The fourth level of the hierarchy consists of the need for appreciation and respect. Once the bottom three levels of the hierarchy are met, the fourth level becomes a driving factor in motivating behavior (Verywell Mind, 2019). People need to sense that they are valued by others and feel that they are making a contribution to the world. This is accomplished through academic accomplishments, personal hobbies and professional activities. When people are able to satisfy the esteem need, they are able to feel confident.

Social needs level and esteem needs level are known as the psychological needs of the hierarchy.

- Self-actualization needs

This is the last level of the hierarchy and refers to the need people have to achieve their full potential as human beings (Verywell Mind, 2019). People who are self-aware, concerned with personal growth and less concerned with the opinions of others are self-actualizing.

These needs can be strong motivators of human behavior. People from cultures all over the world stated that self - actualization and social needs were important although many of the basic needs were not met (Verywell Mind, 2019). This emphasizes that the hierarchy is flexible and does not have to follow the form Maslow described.

2.2.2 Reasons why people purchase

An author and CEO, Shari Levitin, states that businesses will be successful when they connect with consumers' deep emotional motivators (Forbes.com, 2019). Consumers purchase for the following reasons:

- Safety

Products are more likely to sell when they offer a solution to ensure consumers feel less afraid (Forbes.com, 2019). Consumers may also purchase quickly due to the fear of missing out. This reason is linked to the second level of Maslow's Hierarchy of Needs and is considered to be a basic need.

- Adventure

When a brand provides consumers with a sense of adventure, consumers are more likely to continuously purchase from the brand (Forbes.com, 2019).

- Significance

It is important to ensure consumers feel valued as there is a desire for individuals to feel 'liked' build friendships and connections (Forbes.com, 2019). This reason is linked to esteem needs which is the fourth level on Maslow's hierarchy.

- Relationships

It is vital for brands to connect with social groups, such as families and romantic relationships (Forbes.com, 2019). By building these relationships, the brand is building trust amongst consumers and ensuring that the consumers are understood on a

personal level. The social need based on Maslow's hierarchy is linked to this reason and is considered to be a psychological need.

- Health and wellness

Products such as revitalizing creams and supplements have been on the increase over the past few years (Forbes.com, 2019). Consumers are willing to pay large amounts of money for these products as they promise to uplift the mental, physical and emotional wellbeing of consumers.

- Success/ sense of purpose

Consumers want to feel like they are contributing to something else rather than themselves (Forbes.com, 2019). Consumers are more likely to buy into a brand that has a successful corporate social responsibility program. The esteem need on Maslow's hierarchy is linked to this reason.

- Growth and education

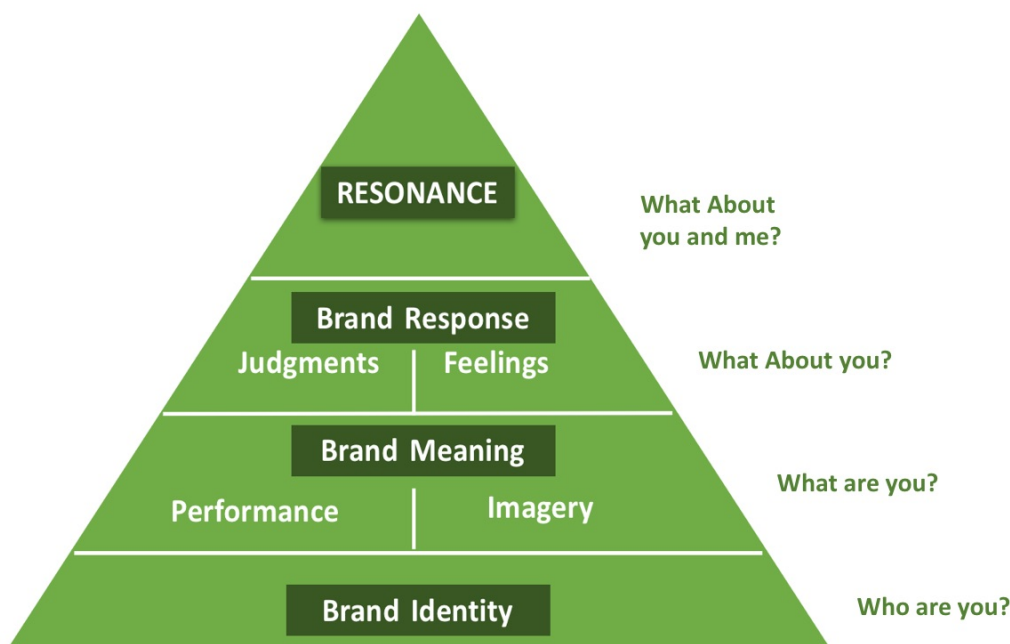
By being able to look and feel smart, individuals are more likely to build better relationships and succeed in business (Forbes.com, 2019). This reason is linked with the last need on Maslow's hierarchy, self-actualization.

2.2.3 Keller's Brand Equity Model

Brand equity is defined by Keller (2008), as the “differential effect the brand knowledge has on consumer response to the marketing of that brand”. Brand equity relies on consumers’ experiences and their perceptions of the marketing activity of the brand over time (Klopper and North, 2011).

The model focuses on customer- based equity (CBBE), where the power of the brand lies in what resides in the minds of customers as a result of their experiences over time. Brand equity is driven from brand knowledge, which is reflected in customers perceptions, preferences and behavior (Klopper and North, 2011).

The Keller's Brand Equity Model (2008) consists of four steps that brands should follow in order to create a strong brand equity. They are brand identity, brand meaning, brand response and brand resonance.



Keller's Brand Equity Model – CBBE Model

Figure 2.2: Keller's Brand Equity Model

- Brand Identity

Brand identity is defined as a unique set of brand associations that represent a brand promise (Klopper and North, 2011). By creating brand awareness, brand identity can be achieved. Brand identity ensures that the brand is differentiated from competitors. At this step SPAR has the ability to differentiate why consumers should shop with them rather than competitors such as Pick 'n Pay or Checkers.

Consumer perceptions are also guided at this step to ensure that consumers do not get the wrong perception of the brand and change to another brand.

- Brand Meaning

By providing brand performance and imagery relating to the brand, the brand creates meaning. The functional and social needs, need to be met by consumers experiences of the brand properties and performance (Klopper and North, 2011). Consumers are attracted to high quality therefore, the performance of SPAR needs to meet that need.

Performance consists of;

- Product reliability
- Durability
- Serviceability
- Service effectiveness
- Style and price

Brand image refers to how the consumer perceives the brand. Brand image can be created through consumers experience with the brand or through word of mouth. When consumers have a negative perception of a SPAR store, they can create a negative brand image for the store. However, when consumers have a positive perception of a SPAR store, they are more likely to have a positive brand image of the store. Positive

brand image may also increase the loyalty of the consumer as the store exceeds their expectations and they enjoy shopping at the selected store.

- Brand Response

This step refers to the judgments and feelings consumers have towards a brand through brand associations (Mindtools, 2018). Based on consumer evaluations of the brand, a brand response is created (Klopper and North, 2011). By exploring the views of consumers on SPAR, the researcher is able to determine whether the brand has a positive or negative perception.

- Brand resonance

Brand relationships are formed by brand resonance which determines the extent to which consumers are brand loyal to a specific brand and how they engage with the brand (Klopper and North, 2011). Consumers want an experience in order to create a relationship with the brand. SPAR should create an experience based on the brand's promise for consumers to create a strong relationship. This will then lead to consumers being loyal to the brand.

The researcher is able to understand the different aspects a brand needs to create brand equity after exploring Kellers brand equity model. By SPAR having a strong brand equity, it creates benefits such as consumer loyalty towards the brand and an increase in marketing communications (Klopper and North, 2011).

2.3 Literature Review

The literature review will further define key concepts and existing literature that is relevant to the research topic which will allow for the researcher to gain insights into what is already known and where there are potential gaps in the research as well as to build a supported argument.

In order for the researcher to understand the perceptions of consumers towards store layout, the literature review consists of the main and relevant concepts from the

theoretical frameworks mentioned above. The researcher will have a better understanding of the research problem.

2.3.1 The Science of Shoppers' Psychology

The shopping process has been a subject of research and study into consumer behavioral patterns (Digital Agency Network, 2019). The process is logical and psychological. When consumers visit a store to make a purchase, there are aspects that play a crucial role in their decision-making process as a shopper (Digital Agency Network, 2019). These aspects are, store design, customer feedback, the texture of products, discounts, the use of colours, sounds and smells as well as signage strategies. Brands are at a huge advantage when they know their consumer in terms of how they make their purchasing decision and what influences their shopping behavior (Digital Agency Network, 2019).

A study conducted by Digital Agency Network (2019) states a few facts that brands should know about their consumers:

- 80% of people remember the things they see or do whilst 20% of remember what they have read
- Colored visuals are proven to increase people's willingness to read by 80%
- Color increases brand recognition by 80%
- 33% of customers said they've lingered in a store to finish listening to a song they enjoyed whilst 49% of consumers prefer a mix of styles
- 75% of consumers had told others about a store based on its signage whilst 76% of consumers entered a store for the first time because of its signs

- 52% of consumers are more likely to enter a store with a sale sign

How the following colors affect consumers:

Yellow – is often used to attract window shoppers

Red – is often used in sales as it creates a sense of urgency

Pink – is used to market to women and girls

Orange – creates a call to action such as subscribing, buying or selling

These are crucial aspects that SPAR stores should consider when attracting consumers to the store.

2.3.2 Maze effect

Retail stores are known to persuade consumers into buying more items than they had originally planned to purchase (National post, 2019). This is achieved through tactics such as the stores lighting, artificial scent and other aspects. The stores are designed to be psychologically disruptive as consumers have no control in the environment they're in and where they go in the store (National post, 2019).

Consumers are disorientated by the flow of the store (National post, 2019). It ensures that consumers pass almost every item in the store, it tempts consumers to put items in the cart even if they do not need it and it gives consumers the opportunity to purchase on impulse. Impulse buying can also occur when cheap items are placed next to more expensive items (National post, 2019).

A common tactic used in supermarkets to manipulate consumers into staying longer in the store, is the one-way entry, consumers would then have to walk through the store in order to locate the exit (Nationalgeographic.com, 2019).

After entering the supermarket, the first feature of the store consumers see, is the produce department. This is done to play on consumers' sensory elements such as scent, texture and colors. As research states that consumers are more attracted to

items they can visually see, smell and taste (Nationalgeographic.com, 2019). Therefore, the supermarket bakery is also usually near the produce section of the store, in order for consumers to get a freshly baked scent. Consumers are also welcomed into the store by a fresh bouquet stand of various flowers. These features of the store provide consumers with a perceived message of being a fresh, natural and healthy place (Nationalgeographic.com, 2019).

However, supermarkets have specific lighting to ensure that the produce department looks appealing (Nationalgeographic.com, 2019). This then attracts consumers who view the produce as being the best.

Another tactic supermarkets use in order to ensure consumers stay longer, is placing the dairy department at the back of the store or further away from the entrance (Nationalgeographic.com, 2019). Thus, consumers will have to walk through the store, passing items that they would be tempted to purchase, in order to get to the dairy section. The middle aisles of the store consist of the popular items. The intention behind this is to avoid the 'boomerang effect,' where consumers go to the item they need and go back the same way (Nationalgeographic.com, 2019). This ensures that every type of consumer is tempted to purchase more than what they intended to purchase.

A study done in 1982 confirmed that background music in supermarkets ensure that consumers spend more time in the store (Nationalgeographic.com, 2019). Other tactics that ensure consumers are not concerned about the time whilst in the store are, the use of no windows and consumers are less likely to find a clock in the store.

The Food Marketing Institute states that supermarkets have more than 44,000 different items (Nationalgeographic.com, 2019). Due to the information overload, many consumers stop shopping rationally after 40 minutes and start shopping based on emotions.

Another psychological feature supermarkets use is shelf order. Items that are expensive are placed at eye level whilst cheaper items are usually placed at the bottom of the shelf (Nationalgeographic.com, 2019). Items that appeal to kids are placed at kids' eye level.

End caps, which are referred to the displays at the end of the aisles, are another tactic that ensures consumers purchase based on impulse. Brands are aware of this and spend large amounts of money for their products to be placed at end caps (Nationalgeographic.com, 2019). Lastly, consumers usually purchase more items due to shopping carts. The carts are big to ensure various items can be put into the cart.

2.3.3 Store appearance and image

It is important for stores to create a strong positive appearance in order to have a competitive advantage (Birtwistle and Shearer, 2001: 9). Retailers are able to create positioning strategies and use them to differentiate their stores through the products, prices and services offered. When a consumer perceives the appearance of the store to be attractive or appealing, they are more likely to become a loyal consumer (Birtwistle and Shearer, 2001: 9). It is believed that consumers perceive a positive store appearance to be attractive when the store image is aligned with their self image. Consumers form an overall perception of a store through various ways such as advertising, personal experience and word of mouth (Estelami and Bergstein, 2006: 169). A store appearance can help create consumer expectation which influence consumers to assess the behaviors and actions of the retailer in future encounters. Consumers assess factors such as value, employee behavior and perceptions. The consumer can evaluate the retailer through the various standards of store appearance (Birtwistle and Shearer, 2001: 9).

Stores rely on delivering of services and the quality of services being provided thus, a good store layout is scarce. There are major aspects that need to be considered when determining a good store appearance, they are, physical appearance, convenience of the store, personal interaction and premises to name a few (Estelami and Bergstein, 2006: 169). For retailers to create a better shopping experience for consumers and a competitive advantage, the impact of physical appearance and convenience of a store are basic marketing tools. A store's physical appearance greatly impacts the overall service quality, increased customer retention and future consumption (Birtwistle and Shearer, 2001: 9).

2.3.4 Store floor space

Shopping is made easier through floor space as it portrays store design and in-store communications (Cowles, 2002: 41). Crucial requirements of a good store floor space is, sufficient space to walk around the store, the store is easy to access from the outside as well as clear displays. The communication of a stores values can be emphasized through window displays, encouraging customer loyalty through personalization and highlighting prices (Cowles, 2002: 41).

Consumers mood and purchasing behavior are influenced by store floor space as suggested by the psychology theory (Michon, R., Yu, H., Smith, D and Chebat, J.C 2008: 456). The theory is based on suggestions that a well designed floor space encourages consumers to stay longer, explore the store and talk to other consumers or store staff (Michon *et al.* 2008: 456). Consumers repeat purchase behavior is positively influenced by the positive impact on perceived shopping value due to a well designed floor space (Michon *et al.* 2008: 456).

2.4 Conclusion

Appropriate theoretical frameworks and literature have been presented to support the research and the objectives of the study. The theoretical frameworks allowed the researcher to understand the various associations related to a brand in order to achieve brand equity. The literature allowed for a strong foundation of knowledge that could be analysed and explained in more detail for where there may have been gaps in the research. Chapter three consists of the research methodology.

Chapter 3: Research Methodology

3.1 Introduction

This chapter consists of the research methodology. The research paradigm, the design or conceptual approach of the study, the population and sample, data collection and analysis methods as well as ethical considerations and limitations that may have come into consideration throughout the research process.

3.2 Research Paradigm

This research will incorporate two of the three research positions; the epistemological and the ontological position of the interpretivism research tradition.

Epistemology is defined as the study of knowledge (F du Plooy-Cilliers, 2014). The research position explores the nature of knowledge and the various ways of knowing. Ontology is defined as the study of being, existence or reality and includes the assumptions that are made about certain phenomena (F du Plooy-Cilliers, 2014). The research position focuses on what reality is as well as the difference between what is real and what is not real.

To understand the perceptions and buying behavior of SPAR consumers towards the brand, the research needs to consist of informed insights into the mind of the consumer. Therefore, the research study will make use of the interpretivism paradigm. This paradigm explores the idea of humans being fundamentally different to objects thus, humans cannot be studied the same ways as objects (F du Plooy- Cilliers, 2014). Unlike objects, humans are always changing and the environment in which they find themselves constantly influences these changes.

The positivism paradigm is not suitable for this research as it is based on objectivity. However, the interpretivism paradigm is seen as being more suitable for the research as it is based on subjectivity (Maree, 2016). As a researcher studying consumer perceptions and their buying behavior, research needs to be conducted without the use of subjective views from the beginning, as this is done in the positivism theory.

Interpretivism allows the individual to construct their own meaning from their own experiences otherwise known as constructivism (Maree, 2016). An ontological position is relevant to the research as reality is a social construct. People's perceptions change based on various aspects such as culture, experiences and reference groups (F du Plooy-Cilliers, 2014). Consumers do not experience situations or environments in the same way therefore, by studying SPAR consumers and their perceptions of the brand, the researcher is able to view how their shopping experiences are socially constructed. Interpretivism takes into consideration the interpretations of human beings and their perceptions from their point of view thus, the researcher is able to identify patterns (Maree, 2016).

Interpretivism allows the researcher to explore these patterns and theories which will lead to new knowledge that can be correlated with existing knowledge (F du Plooy-Cilliers, 2014). By using this paradigm from a methodological position, qualitative research will lead to an in-depth understanding of SPAR consumers. This paradigm also allows the researcher to empathize with the consumers that are being studied.

3.3 Design/conceptual approach

Qualitative data will be used for this research in order to study consumer behavior which is based on a consumer's personal traits and habits. Qualitative research refers to the underlying qualities of subjective experiences and the meanings associated with phenomena by using qualitative data collection methods, in-depth data is gathered from complex and multi-faceted, phenomena in a specific social context (Diffen.com, 2018).

This research study will be exploratory research. This is due to marketing communications emerging, many new areas of questions and research becomes questionable. Exploratory research will allow the researcher to understand an unknown area of research (F du Plooy-Cilliers, 2014). This research will use an inductive approach as it will allow the researcher to interact with and gain a deeper understanding of the underlying motivations of consumers. The researcher will be able to understand consumers and their perceptions (Maree, 2016).

The inductive approach is best suited for the study as the interpretivist paradigm allows the researcher to collect information, analyse it and formulate a theory based on the information and observations (F du Plooy-Cilliers, 2014). The inductive approach is based on collecting data first and then coming up with theories. While the deductive approach creates a hypothesis on a theory that is already developed. Therefore, the inductive approach will be used for this research study as the deductive approach will not be well suited for the research study (Maree, 2016).

This research design and approach will be a reliable way of obtaining information which may lead to respondents as well as readers being more open on topics that might not have been necessarily considered. Therefore, it may lead to more knowledge gained on consumer perceptions of store layouts.

3.4 Population

The population for this research can be defined as consumers who shop. The target population can be defined as South African consumers who shop at SPAR and the accessible population can be defined as Durban based South African consumers who shop at SPAR. Therefore, the population parameters of the study will be;

- the nature of the population will consist of people who shop at SPAR
- the size of the population will consist of all those that shop at SPAR in South Africa
- the unique characteristics of the population will be that they are Durban based

South African consumers, the income of the consumers who shop at SPAR and shopping at a SPAR that is in the community. The unit of analysis for the research will be consumers in SPAR stores. Due to the research being mostly qualitative, non-probability sampling will be used.

3.5 Sampling

Non-probability sampling is used when the findings of the study are not generalized to the larger population (Maree, 2016). In order for this research to be reliable, the sample

size will consist of 20 respondents, above the age of 18, who shop at SPAR. One participant will be observed through ethnographic research at a SPAR store. By having a small scale of respondents the researcher is able to gather more insightful data and gain a deeper understanding of consumer behavior and their perceptions. It will be easier to identify themes and patterns that may be relevant for future research.

The research will utilize three different non-probability sampling methods. Firstly, convenience sampling. This method refers to a situation where the population elements are chosen based on the fact that they are easily accessible and convenient (Maree, 2016). Convenience sampling is an efficient and easy way of gaining insight (Maree, 2016). Convenience sampling will be used to capture data from consumers who are in SPAR stores through unstructured interviews.

Secondly, purposive sampling. Purposive sampling refers to the researcher purposefully choosing the elements that need to be included in the sample based on certain characteristics (Maree, 2016). These characteristics will include consumers who are above the age of 18 and shop at SPAR stores or, are employees of the SPAR store. Purposive sampling will be chosen for the one-on-one interviews and the focus groups as only consumers who shop at SPAR or employees of the selected store will be interviewed. The researcher will be able to gain in-depth insights from purposive sampling.

Thirdly, accidental sampling. There is no sampling frame for this sampling method. Accidental sampling is referred to the researcher asking people who just happen to be in the store whilst the researcher is conducting the study (F du Plooy-Cilliers, 2014). The researcher will conduct unstructured interviews with those participants that are in SPAR stores and are willing to answer questions pertaining to the research.

3.6 Data collection methods

Data collection is the systematic process of gathering information from a variety of different sources that leads to findings and insight on the topic being researched (F du Plooy-Cilliers, 2014). The researcher is able to answer the research problem as well as

evaluate different answers through data collection methods. (Maree, 2016). The research tools that will be used for this qualitative study will be structured and unstructured interviews as well as focus groups. These two methods will consist of open, exploratory research questions which will enhance the credibility of the research (Maree, 2016). By using these methods, it will allow the researcher to gain an in-depth understanding of consumers and their perceptions towards SPAR store layouts. Both of these methods will provide the researcher as well as the reader with a variety of answers to gain a better understanding of the research.

An interview can be defined as a two-way conversation where the interviewer collects data by asking the participant questions related to the research (Maree, 2016). Structured and unstructured interviews will be used for this research. The interviews will consist of concise questions to gain an in-depth understanding of South African consumers and how they feel about the store layout of SPAR stores. The interviews will be conducted at selected SPAR stores.

Ethnographic research can be defined as a systemic study of people and cultures (Maree, 2016). Ethnographic research will be conducted with one participant to observe how the participant is influenced by supermarket tactics (such as store layout) mentioned in chapter two. The researcher will be able to gain in-depth insight on how consumers shop in a supermarket and their perceptions of the store layout.

3.7 Data analysis method

Qualitative data analysis processes involves a deep and close reading of text to provide a detailed description of the findings. Thus, qualitative data analysis is transformed into findings. To obtain the data for the research, the researcher will follow 8 steps in the qualitative content analysis:

- Prepare data
- Define coding unit
- Develop categories
- Test coding

- Code text
- Assess consistency of coding
- Interpret the data
- Report findings

These steps will allow the researcher to have a data analysis method that will lead to credible findings.

The researcher needs to identify and describe the various patterns emerging from the data that was collected (F du Plooy-Cilliers, 2014). For this research, the patterns between the positive and negative viewpoints of consumers on SPAR store layouts will be analyzed, as well as how these viewpoints could potentially have an effect on the SPAR brand. This data will lead to strong findings and insights.

3.8 Validity/reliability and/or trustworthiness

There are certain criteria that needs to be considered when increasing the trustworthiness or reliability of the qualitative study. This is due to the information gathered from one respondent will be different to another (F du Plooy-Cilliers, 2014). The criteria consists of; credibility, transferability, dependability and confirmability. The research study allows a certain amount of trustworthiness as the researcher will have personal and in-depth involvement with participants which will lead to an increased level of reliability (Maree, 2016).

3.9 Credibility

The accuracy of interpreting the data that will be collected from the data collection methods is known as credibility (F du Plooy-Cilliers, 2014). The researcher will need to ensure that the research provided is credible and a worthy contribution to the body of knowledge that already exists (Maree, 2016). The use of triangulation will allow for more credibility as the researcher will be able to gain a deeper understanding of consumer perceptions. Triangulation is known as multiple data collection methods being used instead of one (Maree, 2016). By having different methods, the research becomes more

credible as participants are carefully selected and the approaches of collecting data are in-line with the research question. The researcher can ensure that the response from the participants are understood and have been interpreted correctly in order to increase credibility.

3.10 Transferability

The ability of findings being applied to a different but similar situation and delivering results that may be similar in nature is known as transferability (F du Plooy-Cilliers, 2014). In other words, the results can be applied to other research studies and the findings are not generalized (Maree, 2016). The researcher needs to ensure that the context of the study and the research design has been explained thoroughly in order to achieve transferability. By ensuring that the sample reflects the population, transferability is increased (F du Plooy-Cilliers, 2014).

3.11 Dependability

The quality of the process that will take place from the data collection methods, data analysis as well as the findings and theories created from the results is known as dependability. The detail that will be given throughout the data collection process and how the research will be accomplished will portray the dependability of the research.

3.12 Confirmability

How well the data supports the findings of the researcher is known as confirmability (Maree, 2016). Other researchers need to view the data and develop the same insights and conclusions of the researcher through understanding the research methodology in order for the research to be confirmable (F du Plooy-Cilliers, 2014). The researcher will provide sufficient text to allow the reader to decide what the respondent is saying in order to avoid forcing an interpretation of the researcher onto the reader. This will also prevent misinterpretation and biasness (Maree, 2016).

3. 13 Anticipated contribution

Readers and participants of the research will gain a deeper understanding into store layouts of supermarkets and the effect it has on brand equity. The study will allow for SPAR to understand the perceptions of consumers and how to develop strategies from the insights gained that will create positive perceptions and interest consumers in shopping. The study will also provide SPAR with insight into the reasoning for consumers buying decisions.

3. 14 Ethical concerns

Researchers need to take ethical considerations in order to be trusted and maintain certain principles (F du Plooy-Cilliers, 2014). No minors, mentally ill or people in captivity will be interviewed for this research. A gatekeepers letter will be provided for interviews conducted on private property.

Informed consent is one of the ethical issues taken into consideration. Informed consent refers to the participants formally knowing that they would participate in a research study and give their consent (F du Plooy-Cilliers, 2014). The participants will know what is required of them during their participation as well as how the results will be used. This will be conducted in a written and verbal manner.

The second ethical issue taken into consideration is collecting data from participants. The participant's physical and psychological comfort will be prioritized. The participants will be informed that their identities and personal information will be protected. Asking the participants lengthy questions in the interview will be avoided. This will save the time of the researcher and the participant.

3.15 Limitations

3.15.1 Geographic

The research will be conducted within Durban which will lead to results being a small scope of the entire population. The researcher will only be able to conduct research at a limited number of SPAR stores within the Durban area.

3.15.2 Time

Time available to interview participants is limited. The research sample may be influenced by the target market as they may shop at different times of the day to when the researcher is able to interview consumers of SPAR.

3.15.3 Participation

Some consumers may not be willing to participate in the research or participants may withdraw from the research which will influence the sample size.

3. 16 Conclusion

This chapter presented the research methodology. Qualitative research was selected in order to gain perceptions and opinions of consumers towards SPAR store layout. Validity, reliability and trustworthiness were explained to ensure the research is credible. Suitable data was collected from the data collection methods even though there were limitations. Chapter four consists of the presentation and discussion of findings.

Chapter 4: Presentation and Discussion of Findings

4.1 Introduction

In this chapter, the data collected from the one-on-one interviews and ethnographic research are presented. The data is displayed using quotes and key observations gained from the ethnographic research.

The above mentioned will be explained and discussed in greater detail in order for a deeper understanding and further insight into the findings. The analysis of the data was conducted as per the research methodology discussed in Chapter 3. It is important to note that because it was a small-scale qualitative study, results are such that they cannot be generalized to the broader population.

4.2 Presentation and discussion of findings

Quotes from the one-on-one interviews with consumers as well as a diagram of a consumer journey have been used to present the findings in order to display the common themes that have been found throughout the research. The findings have been presented according to how the one-on-one interview questions have been asked and how the ethnography research observations have been conducted in order to answer the research objectives.

4.2.1 Demographics of respondents

The respondents for the one-on-one interviews consisted of both males and females between the ages of 22 and 45 living in Ballito and uMhlanga. From the one-on-one interviews there was a total of 20 respondents. The ethnographic research consisted of one female participant who is 45 years of age. The ethnographic research was conducted at a SPAR store in the Lifestyle centre. The research was conducted on a Sunday afternoon during the middle of the month of September.

4.2.2 Results and discussion of consumer perceptions on SPAR store layouts:

Results are discussed in a qualitative approach in order to identify themes and patterns that have been gathered through both the one-on-one interviews and ethnographic research. The one-on-one interviews allowed for more greater, in-depth understanding whereas the ethnographic research represented the consumers experience as well as more themes and patterns.

4.2.2.1 Objective one - To provide factual and unbiased data on the effects the different SPAR locations have on customer views based on store layout

The first question asked during the one-on-one interview was to determine whether consumers shop regularly at SPAR. A collective number of respondents said that they shop at SPAR between two to three times a week. Another question based on consumers choosing one SPAR store to another was asked to gain a more in-depth understanding into the research problem. Most respondents stated “yes”. When asked what influences consumers to choose one SPAR to another, a common theme was found “location”. Consumers shop at a SPAR store that is closer to them.

What distinguishes SPAR from competitors?

The above question was asked during the one-on-one interview to gain a deeper understanding of why consumers prefer shopping at SPAR or rather what do they enjoy about shopping at SPAR compared to competitors.

The following are quotes from respondents answering the above question:

- “SPAR stores are more convenient as it is easier to get into Lifestyle Centre and I do not have to pay for parking”
- “SPAR has a wider range of products compared to competitors”
- “SPAR has longer operating hours compared to competitors which is convenient for people who are working”

4.2.2.2 Objective two - To gain an in-depth understanding on consumer buying behavior

Ethnographic research was conducted to gain insight on how consumers shop in a SPAR store. The following are key observations gained from the research:

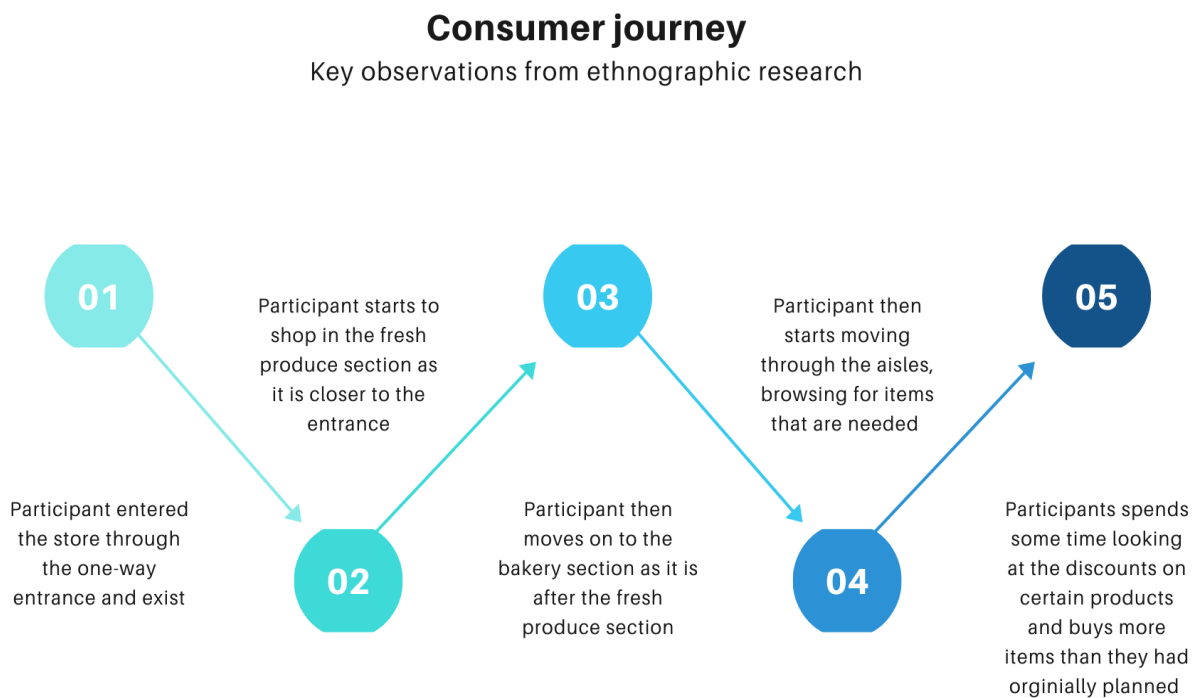


Figure 4.1: Consumer Journey Diagram

4.2.2.3 Objective three - To discover what consumers prefer or enjoy about the selected stores as well as what the store could improve on in order to enable a better shopping experience

The following two questions were asked during the one-on-one interviews to gain a deeper understanding of consumer perceptions. Both questions gained different and deeper findings into consumer perceptions.

Why do you prefer shopping at SPAR?

The above question was asked in order to link it to the Brand Equity Model, through the use of brand identity. This question provided the researcher with insight on what impacts consumers decision making when choosing to shop at SPAR.

The following quotes were taken from the one-on-one interviews, note that only a few quotes are mentioned as many of the respondents had similar answers:

- “I prefer shopping at SPAR because the store is clean, there is lots of parking, and the store has big aisles”
- “I shop at SPAR because they stock international products and I find the layout of the store makes my shopping experience easier and convenient”
- “I prefer shopping at SPAR because they have reasonable prices compared to competitors”

What do you think SPAR should improve on to make your shopping experience worthwhile?

The above mentioned question was aimed at obtaining an in-depth understanding of consumer perceptions on SPAR and what will motivate them to shop more regularly due to a better shopping experience.

The following are quotes from respondents regarding the question mentioned above:

- “SPAR should improve on having more shop assistants.”

- “SPAR should improve on advertising their discounts as I am only aware of the discounts when I am in the store”
- “The service at the coffee shop in the Lifestyle SPAR does not match the friendly service within the SPAR store”

4.3 Conclusion

The research provided detailed findings and insights that were able to answer the research problem as well as the objectives set for this study. The research from one-on-one interviews, ethnography and the literature in the study allowed for triangulation of the research to enable credibility and trustworthiness.

Brand equity is measured through the different steps and associations of Keller's Brand Equity Model (2008). It is understood from the research that has been conducted, most respondents choose a SPAR store based on their location, if a SPAR store is close to where they reside, they are more likely to shop at that SPAR store. However, consumer perceptions constantly change and the brand needs to understand the wants and needs of consumers in order to ensure they have an enjoyable shopping experience.

Recommendations can be found in Chapter 5.

Chapter 5: Conclusions and Recommendations

5.1 Introduction

The conclusions and recommendations of the research have been explained and presented in this chapter by relating each to the different research objectives. This is done by briefly examining the findings of the literature as well as findings from the research and then providing conclusions and recommendations for each objective. The chapter ends by concluding the research and recommending future research studies.

5.2 Objective one

To provide factual and unbiased data on the effects the different SPAR locations have on customer views based on store layout

5.2.1 Findings from the literature

As discussed in Chapter two, there are major aspects that need to be considered when determining a good store appearance, they are, physical appearance, convenience of the store, personal interaction and premises to name a few (Estelami and Bergstein, 2006: 169). Shopping is also made easier through a good store floor space. Crucial requirements of a good store floor space is, sufficient space to walk around the store, the store is easy to access from the outside as well as clear displays (Cowles, 2002: 41).

5.2.2 Findings from research

Findings from the research supported the findings from the literature but deeper insight was found from the one-on-one interviews and ethnographic research. The common theme for respondents choosing to shop at a specific SPAR store was “location and convenience” Respondents also mentioned that it is easier to access a SPAR store as they do not have to pay for parking, this response directly links with the findings derived from the literature.

5.2.3 Conclusion

From the research gathered from both the literature as well as the research for this objective, it was revealed that the placement of SPAR stores plays a crucial factor in why consumers choose to shop at a specific SPAR store. However, the brand does face the challenge of adhering to consumer needs and wants in order to obtain a positive consumer perception of the SPAR store.

5.2.4 Recommendations

The recommendation for SPAR stores going forward would suggest that the brand should take into consideration what encourages and motivates consumers to want to shop in the store regularly. The brand needs to understand consumer perceptions in order to ensure their shopping experience is worthwhile. This could benefit the brand as sales are more likely to increase.

5.3 Objective two

To gain an in-depth understanding on consumer buying behavior

5.3.1 Findings from the literature

It was previously mentioned that consumers repeat purchase behavior is positively influenced by the positive impact on perceived shopping value due to a well designed floor space (Michon *et al.* 2008: 456). When a consumer perceives the appearance of the store to be attractive or appealing, they are more likely to become a loyal consumer (Birtwistle and Shearer, 2001: 9). It is believed that consumers perceive a positive store appearance to be attractive when the store image is aligned with their self image. Consumer buying behaviour is impacted through various tactics which is mentioned in Chapter Two.

5.3.2 Findings from the research

The findings from the ethnographic research revealed the tactics supermarkets use to ensure consumers stay longer in the store. The participant was influenced by the one

way entrance and exist as stated in the literature as well as having to pass the fresh produce section first and then the bakery. Items that were discounted were purchased by the participant. At the end of the shopping experience, the participant had purchased more items, that was not necessarily needed, than the intended amount of items that needed to be purchased. The research portrayed that consumers are unaware of the tactics supermarkets use to ensure they stay in the store longer and purchase more items.

5.3.3 Conclusion

From the findings gathered in both the literature and the research, it can be seen that the buying behaviour of consumers in a supermarket is heavily influenced by the layout of the store. Many consumers are unaware of how influenced they are by the SPAR store and therefore, shop for longer hours whilst purchasing more products than they had originally planned to purchase.

5.3.4 Recommendations

SPAR needs to understand the shopper psychology mentioned in chapter two and leverage on what affects consumers whilst they're shopping such as the discounts. During the ethnographic research it was made clear that the participant was not aware of the various discounts in the store until an aisle was browsed for products and a signage notifying the participant on a particular product was placed on the shelf. It is recommended that the brand advertises discounts through more media channels as consumers are not discovering this message through the current media channels.

5.4 Objective three

To discover what consumers prefer or enjoy about the selected stores as well as what the store could improve on in order to enable a better shopping experience

5.4.1 Findings from the literature

From chapter two, various aspects were identified by CEO, Shari Levitin (Forbes.com, 2019) on why people purchase. These include, safety, adventure, significance,

relationships, health and wellness, success/sense of purpose and growth and education. The shopper psychology also mentioned in chapter two identifies key insights on what consumers enjoy about shopping.

5.4.2 Findings from research

Results from the one-on-one interviews suggested that consumers shop at the selected SPAR stores based on the common theme of 'convenience and location'. This theme can fall under the aspect of safety which is also linked to the second level of Maslow's hierarchy, as people choose shopping at a SPAR store that is closer to them. The findings from the interview question gave insight into why consumers choose to shop at SPAR stores compared to competitors. However, consumers also expressed that they want more from the brand in order to better their shopping experience.

5.4.3 Conclusion

Consumers are unaware of how SPAR stores influence them to purchase more products. Therefore, they have a positive perception of the selected SPAR stores as it is easily accessible and has a wider range of products compared to competitors.

5.4.4 Recommendations

Although this was a small scale study, the theme of the consumers choosing a store based on 'convenience and location' was prominent. It is recommended that the SPAR group adopts the other reasons why consumers purchase by Shari Levitin (Forbes.com, 2019) in order to motivate consumers to continue shopping at a selected SPAR store.

5.5 Suggestions for further research

In order for a more accurate representation of consumers and their perceptions and buying behaviours, a larger scale study should be implemented. A larger scale study would benefit the SPAR brand as they could focus on a specific segments of the target market. As different age groups as well as income level groups may have different perceptions when choosing to purchase at a SPAR store. The brand needs to

understand their buying behaviours and perceptions of each target market in order to improve on their brand identity and brand associations that may be misinterpreted.

By conducting a larger scale study, more SPAR stores in various provinces across South Africa can be researched in order to gain a deeper understanding of consumer perceptions with regards to the store layout of SPAR. The opinions of consumers in other areas will enable the researcher to compare and contrast the results between geographical regions and thereby better identify the generalisation of these findings.

5.6 Concluding remarks

This study has highlighted how consumer perceptions are affected by the store layout of selected SPAR stores in KwaZulu Natal. Issues relating to store layout and consumer buying behavior as well as perceptions were discussed. Store layout plays a crucial factor in the success of the brand. With ever-changing store layouts in the retail industry, retailers face the ongoing challenge of gaining competitive advantage from creating added customer value. By constantly reviewing store layout strategies, retailers will achieve this value.

The recommendations and conclusions discussed in this chapter represent some of the actions that could possibly be taken to the selected SPAR stores to improve store layout and ensure consumers have a more enjoyable shopping experience. This study will have an impact on the service quality of the selected stores which will increase customer satisfaction.

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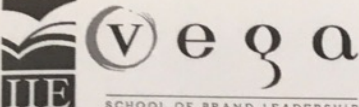
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Annexure A – Final Research Report summary Document

TITLE: Consumer perceptions on SPAR store layout and the effect it has on brand equity

Research Purpose/Objective	Primary Research Question	Research Rationale	Seminal Authors/Sources	Literature Review – Conceptual Framework	Paradigm	Approach	Data Collection Method(s)	Ethics	Key Findings	Recommendations
To understand consumer perceptions towards store layout and how it effects brand equity	How is consumers perceptions affected by the store layout of South African supermarkets with specific reference to SPAR?	This study is important as store layout plays a crucial factor in the success of a store		Theme 1: Shopper psychology Theme 2: Maze effect Theme 3: Store appearance and image Theme 4: Store floor space	Paradigm Interpretivism Epistemology <i>What do you want to do with the knowledge you generated?</i> Ontology <i>Do you think reality is 'real' and governed by laws? Is reality a social construction? Or is reality a combination of the above?</i> Axiology <i>What do you value in terms of research? What should research be or do?</i>	Qualitative Population Population Parameters All consumers who shop at SPAR	One-on-one interviews and ethnography	Obtaining a gatekeepers letter from the selected SPAR stores in order to do my research	Consumers have a positive perception of SPAR and choose to shop there based on location and convenience	Recommendations are made in chapter 5 of the study
Research Problem	Secondary Questions/Hypotheses/Objectives	Key Concepts	Key Theories	Theme 5: Theme 6: Theme 7:		Sampling	Data Analysis Method(s)	Limitations	Key Contribution	
Do consumers have a positive or negative perception of SPAR store layouts and how does it effect the brand?	The hypothesis of this research aims to prove that SPAR store layouts affect consumer perceptions	Consumer perceptions Brand Identity Consumer buying behaviour	Keller's Brand Identity Model and Maslow's Hierarchy of Needs			Probability or non-probability sampling Non-probability Sampling method Convenience, purposive, accidental Size 20	Unit of Analysis Consumers in SPAR stores Data Analysis Method(s) Prepare data Define coding unit Develop categories Test coding Code text Assess consistency of coding Interpret the data Report findings	Time Participation Geographic	Will ensure more foot traffic into the store and consumer are more likely to become loyal to the brand	

Annexure B
Ethical Clearance


wisdom**with**magic

1 June 2019

Dear Prishani Govender
(15022589)

ETHICAL CLEARANCE LETTER

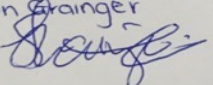
Your research proposal and ethical considerations were reviewed by your supervisor and moderated by the campus research panel.

☒ Your research proposal posed no significant ethical concerns. We hereby provide you with ethical clearance to proceed with your research methodology.
OR
☐ Your research proposal posed the following minor concern:
Please mention how your research design will address this issue:

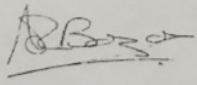
Title :
Consumer Perceptions of How Store Layout Impacts on Brand Equity at Selected Spar Stores

In the event of you deciding to change your research methodology in any way, kindly consult your supervisor to ensure all ethical considerations are adhered to and pose no risk to any participant or party involved. A revised ethical clearance letter will be issued.

We wish you all the best with your research!

Supervisor Name: Simon Granger
Supervisor Signature: 

Campus Anchor Name: Alec Bozas

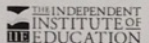
Campus Anchor Signature: 

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Directors: LW Maasdorp, JDR Oesch
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 **BAC**

Annexure C – Consent forms

Thank you for agreeing to participate in this interview. Your information and your participation are greatly appreciated and is an important process for my research. Please be advised that participation for an interview is strictly voluntary and, should the need arise, you are free to remove yourself from the interview should you feel any general need to leave, or feel any form of discomfort or threatened.

I, _____ (full name), irrevocably consent to give full authorisation to the facilitator/s for the right and permission to use this information solely for research purposes and in an academic documentation.

Please sign and date below confirming your agreement to participate in this interview:

Signature: _____ Date: _____

Annexure D – Interview Questions

1. How often do you shop at SPAR?
2. Why do you prefer shopping at SPAR?
3. What distinguishes SPAR from competitors?
4. Do you find products easily in a SPAR store?
5. What do you think SPAR should improve on to make your shopping experience worthwhile?
6. Do you find yourself choosing one SPAR over the other?
7. What influences you to choose one SPAR to the other?